

# **Department of Management**

## **2012-2015 Strategic Plan**

# Department of Management 2012 - 2015 Strategic Plan

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# Department of Management 2012 - 2015 Strategic Plan

## Guiding Statements

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### Our Mission

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- The Department of Management leads budgeting, performance and accountability systems for Iowa state government.

### Our Vision

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- To be a recognized leader among state governments in effective and efficient use of financial resources

### Our Guiding Principles

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- Customer Focus
- Long-range Thinking
- Employee Participation
- Collaborative Leadership
- Data-based Decisions
- Continuous Improvement
- Results Orientation

### Governor's Goals

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- 200,000 New Jobs for Iowans
- 15% Reduction in the Cost of Government
- 25% Increase in Family Incomes
- 1<sup>st</sup> Schools in the Nation

# Department of Management 2012 - 2015 Strategic Plan

## Our Assumptions

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- Customer expectations continue to increase
  - Technology
  - Accessibility
  - Data and transparency
- Status quo or decreasing budget
- Agencies need to address complex and ever-changing federal partnership
- Aging Workforce
- Technology innovation is increasing
- Employee expectation to meet social/cultural values
- Demand for development of Lean facilitators in agencies
- Inefficient systems that hinder performance
- Early Childhood Iowa (ECI) strategic issues are addressed in the ECI Board's strategic plan

## Critical Success Factors

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- Partnership with Governor's Office and Departments
- Track Performance Results
- Successful identification and deployment of strategies to achieve Governor's Goals
- Reduce duplication and increase efficiency
- Identify and move forward with high impact Lean opportunities
- Legislative support for initiatives to achieve Governor's Goals
- Break down silos within state government

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## SWOT Analysis- Key Challenges and Opportunities

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### **S**trengths

- New leadership
- Experienced staff
- Strong problem solving
- Maintain and have access to much data and information
- Broad authority for Budget Development and Performance Management
- Working relationships with customers
- Strong relationship with Governor's Office
- Clear direction from Governor's goals
- I3 budget system

### **W**eaknesses

- Limited number of staff and no budget or staff growth
- Lack succession planning
- Have responsibilities beyond our mission
- Minimal customization of the data and information we maintain
- Command & control image
- Shortage of Lean facilitators in state departments

### **O**pportunities

- Searchable database requirement per SF 45
- Tell the budget story
- Governor and department directors have a strong interest in Lean
- External partnerships
- Service delivery expectations
- Increasing use of performance management
- I3 budget upgrade
- Performance measurement

### **T**hreats

- Changing demographics within the state
- Changing federal landscape/ New partnership
- Budget drivers (Medicaid, Education, salaries) consume approximately 98% of general fund
- Loss of institutional knowledge in DOM and state government through retirements and limited succession planning

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**Goal 1** - Improve access to, and use of, information to provide an understanding of what Iowans receive for their tax dollars

**Measures:**

- Number of unique visitors to searchable database website - DataShare
- Percent of state departments participating in DataShare
- Percent of state departments receiving grant funding that use IowaGrants.gov to track, manage and report grant activity

Strategies	Actions	Who is Involved	Due By
1. Implement and administer Iowa searchable database website so the public can more easily find, understand, and use Iowa's financial, tax and performance data	a. Release searchable platform (DataShare) to production environment	DOM staff , ITE	1/3/2012
	b. Design and implement review/approval workflow process for new and revised datasets, visualizations, and other content	DOM staff, ITE	6/30/2012
	c. Conduct agency work sessions to identify and make available new datasets/visualizations	DOM staff, agencies staff	6/30/2013
	d. Expand types of visualizations available to improve site functionality	DOM staff, ITE	Ongoing

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Strategies	Actions	Who is Involved	Due By
2. Better utilize data and graphics in communicating the Governor's Budget and Program	a. DOM analysts and director will identify program areas where data/graphics can be helpful in presenting the landscape for funding decisions	DOM staff	Annually each December
	b. Gather data from departments and create graphics for Governor's consideration	DOM staff	Annually each December/ January
	c. Integrate appropriate data within the State of the State, Budget Address and DOM website(s)	DOM staff	Annually each January
3. Develop and maintain a state of the art system for managing and tracking grant activities	a. All state agencies that receive grant funding will use IowaGrants.gov to track and manage grant activity	DOM staff	12/31/2013
	b. IowaGrants.gov will be connected to the I3 Financial System to provide streamlined claim processing	DOM staff	6/30/2012
	c. All state agencies will use IowaGrants.gov to report all grant moneys applied for and received	DOM staff	2/28/2012

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Strategies	Actions	Who is Involved	Due By
	d. All state agencies will use IowaGrants.gov to report administrative costs and staff associated with each grant	DOM staff	6/30/2012
	e. Grant information will be available on Iowa's transparency website	DOM staff	12/31/2012



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### Goal 2 – Allocate limited resources to achieve the Governor’s priorities

#### Measures:

- Percent reduction in the cost of government (2010 cost projections as baseline)
- Number of jobs created
- Percent increase in family income
- Iowa’s rank among states in K-12 Education
- Percent of processes/programs having implemented improvements within 90 days of Lean event
- Number of state government staff trained and ready to lead/facilitate Lean events

Strategies	Actions	Who is Involved	Due By
1. Identify enterprise strategies for achievement of Governor’s goals	a. Review department strategic plans to identify department goals and strategies linked to or aligned with the Governor’s goals	DOM staff and Governor’s Office	April 2012
	b. Select potential Enterprise Plan strategies from strategies identified above	DOM staff and Governor’s Office	May 2012
	c. Meet with Department Directors to develop additional Enterprise strategies where appropriate	DOM staff, Department Directors and Governor’s Office	Summer 2012
	d. Review strategies with Governor and prioritize strategies	DOM staff, Department Directors and Governors Office	Summer 2012

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Strategies	Actions	Who is Involved	Due By
2. Utilize performance measures and other program and services related data to assist in making operational adjustments as well as budget decisions	a. Introduce legislation to move from annual budgeting to bi-annual budgeting to free additional time for program and services review and analysis	DOM, Governor's Office	January 2013
	b. Review current performance measures for all departments	DOM staff	Ongoing
	c. Work with departments to improve performance measures	DOM staff, Departments	Ongoing
	d. Review department performance measures with the Governor on an ongoing basis	DOM staff & Governor's Office	Monthly
	e. Require performance data to be submitted to DOM to support requests for funding increases	DOM staff	Annually October 1
3. Identify and implement high impact Lean projects	a. Meet with Department Directors to develop a list of opportunities	DOM staff, Department Directors	Annually
	b. Review strategic plans for opportunities	DOM staff	Annually
	c. Build capacity in departments to facilitate Lean events	DOM staff , Departments	Ongoing
	d. Develop an annual schedule	DOM staff, Departments	January